

Strategic Plan

1 July 2024 to 30 June 2027

Values:

Independence
Fairness
Integrity
Accountability
Accessibility
Efficiency
Transparency

Purpose:

To conduct independent reviews of Airservices's and Defence's ('the Agencies') handling of aircraft noise complaint handling, community engagement and provision of information.

Enhance the Agencies capacity in their administrative actions and decisions in the management of aircraft noise.

To influence enduring systemic improvement in the Agencies' management of aircraft noise.

To promote constructive relationships between the Agencies and the community in respect of aircraft noise.

Role and Functions:

- Review the handling of complaints and enquiries made to the Agencies about aircraft noise.
- Monitor, report and contribute to the effectiveness of community engagement processes relating to aircraft noise undertaken by the Agencies.
- Monitor, report and contribute to the effectiveness of the presentation and distribution of aircraft noise-related information.
- Undertake targeted reviews of aircraft noise management.

Strategic Objectives:

- Enhance capacity of the Agencies to address community concerns about aircraft noise issues through:
 - providing effective and balanced investigation and resolution of noise complaints
 - monitor and contribute to effective community engagement and provision of information on aircraft noise by the Agencies
 - promoting understanding, within Agencies, with individuals and the broader aviation industry, of the balance of relevant considerations in effective management of aircraft noise
 - identifying systemic issues raised in complaints and investigating, resolving and reporting on those issues promptly and effectively.
- Maintain awareness of and competence in best practice complaint management, administrative review and Ombudsman practice.

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Environment, Risks and Opportunities:

The bulk of our work is complaints driven and responsive to community concerns. Demand for our services is determined, in large part, by the community's response to developments in flight paths, infrastructure, fleet and other changes and, in turn, by the Agencies' anticipation of and response to community concerns. It follows that there is a range of external factors and risks that will impact on our work and the demand for our services. These are beyond our control but recognised as challenges we face and must be prepared to meet. Factors that heighten risk include:

- Unprecedented scale of aviation infrastructure development over the foreseeable future, including changes to Defence northern bases, Western Sydney International Airport, and the new runways at Melbourne and Perth airports
- Flight path changes
- Growing community and political activity through social media requiring increased skill and capacity from Agencies in relation to community engagement
- Ongoing impacts of military exercises, including from changes to exercise locations
- Master Plan processes increasing community awareness of aircraft noise
- Government review of the aviation industry through the Aviation White Paper including changes in the political and regulatory environment
- Fleet mix changes (unmanned aerial vehicles, helicopters and light aircraft at smaller airfields, new services at noise-sensitive times)
- Maintaining a sustainable and flexible workplace
- ANO staff changes and succession.

Measures of Success:

- The public is aware of our role and our services are fair and accessible to all.
- Our work is undertaken in a timely, effective and efficient manner.
- We communicate effectively and constructively with Agencies and with the public.
- Our recommendations are practical and effective.

Linkages between the Strategic Plan, ANO Charter and Key Performance Indicators

Strategic Plan	Charter	Activity	Key Performance Indicators
Role and Functions			
<ul style="list-style-type: none"> Review the handling of complaints and enquiries made to the Agencies about aircraft noise. 	cl.9 (a)-(d) and cl.37-47	<ul style="list-style-type: none"> receiving and acknowledging complaints undertaking initial assessment of the complaint to decide whether to review communicating with complainants assessing whether the relevant agency has appropriately managed the complaint explore opportunities to resolve complaints providing feedback to agencies on their complaint handling 	<p>Complaints not part of multiple complaints investigations</p> <ul style="list-style-type: none"> Acknowledgement of complaint within 2 business days Decision on whether complaint is within jurisdiction within 7 days Updates every 28 days Close by 1 month (benchmark 50%) Close by 3 months (benchmark 25%) Close by 6 months (benchmark 15%) Close by 12 months (benchmark 10%) Close later than 12 months (benchmark 0%) <p>Complaints part of multiple complaints investigations</p> <ul style="list-style-type: none"> Acknowledgement of complaint within 3 business days Decision on whether complaint is within jurisdiction within 14 days Updates every 28 days Complete final assessment by 3 months (benchmark 25%) Complete final assessment by 6 months (benchmark 50%) Complete final assessment by 12 months (benchmark 25%) Complete final assessment later than 12 months (benchmark 0%) Close by 6 months (benchmark 50%) Close by 12 months (benchmark 50%) Close later than 12 months (benchmark 0%)

		<ul style="list-style-type: none"> reporting and making recommendations to the Board or Chief of Air Force 	<ul style="list-style-type: none"> Quarterly Reports 100% on time Reports on reviews of complaints within 12 months 100% implementation of recommendations
<ul style="list-style-type: none"> Monitor, report and contribute to the effectiveness of community engagement processes relating to aircraft noise undertaken by the Agencies. 	cl.9(e) and cl.71-79	<ul style="list-style-type: none"> contribute to and review Agencies' policy and procedural framework for community engagement 	<ul style="list-style-type: none"> Number of interactions with agencies 100% response rate to provide feedback when requested
		<ul style="list-style-type: none"> attending and observing community engagement activities 	<ul style="list-style-type: none"> Number of community engagement activities attended
		<ul style="list-style-type: none"> report on ANO engagement in those activities 	<ul style="list-style-type: none"> Quarterly Reports – 100% reporting on time
		<ul style="list-style-type: none"> attendance at CACG meetings 	<ul style="list-style-type: none"> Number of CACG meetings attended
<ul style="list-style-type: none"> Monitor, report and contribute to the effectiveness of the presentation and distribution of aircraft noise-related information. 	cl.9(f) and 71-79	<ul style="list-style-type: none"> provide feedback during regular meetings with agencies 	<ul style="list-style-type: none"> 100% response rate to feedback when requested Quarterly Reports – 100% reporting on time
<ul style="list-style-type: none"> Undertake targeted reviews of aircraft noise management. 	cl. 80-83	<ul style="list-style-type: none"> identify systemic issues raised in complaints and/or monitoring issues, agree terms of reference and undertake review and report 	<ul style="list-style-type: none"> Board/CAF agrees to terms of reference for targeted reviews 12 months to undertake review and report